



SCHOOL OF FOOD

a program of city seeds,
a humanim social enterprise
2017



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INTRO DUCTION





School of Food is a year-long educational curriculum for food and beverage small business owners. This is an industry-specific technical assistance program where we work with local producers in turning their hobby into a full-time business. We partner with industry experts to lead discussions around our outlined semester themes and break into interactive activities for students to walk away with tangible next steps.

School of Food was born as a business training supplement to City Seeds, a Humanim Social Enterprise that focuses on creating jobs in the culinary field for Baltimore city residents with barriers to employment. As City Seeds continues to grow its wholesale and catering operations, School of Food students have the ability to access a new market through City Seeds procurement.

In addition, we provide access to larger market opportunities through partnerships with like-minded organizations, like the Baltimore Integration Partnership. Throughout this report you will discover and unwrap our ever-growing ecosystem.

BACK STORY



Our commitment to social good took its early form in our decision to restore the American Brewery building in East Baltimore. The result of this investment is a 30,000 square foot space that houses our Baltimore operations and Social Enterprise division.

"We create social impact businesses that put people first."

About Humanim

Since we opened our doors, Humanim's mission has been to create new economic opportunities for members of our community who face barriers to employment. As part of that mission, we create social impact businesses that put people first, while solving social and environmental problems through sustainable market-based solutions. Social entrepreneurialism is a cornerstone of our corporate values, and a guiding strategic principal. The Humanim Social Enterprise Division not only creates jobs, but creates economic opportunity for ancillary business development for community members.

Innovation Through Social Enterprise

The Humanim Social Enterprise Division not only creates jobs, but creates economic opportunity for ancillary business development for community members. Our business strategy has been to operate within industry clusters and to grow deeply within each sector, maximizing both business and social impact opportunities along the supply chain.

Leveraging our foundation in workforce development and training, as well as our strong network of strategic partnerships spanning public-sector entities, allied community-based organizations, institutions, and businesses within Baltimore City, we are in a unique position to support entrepreneurialism and small business growth in the communities we serve.

How We Developed School of Food

Utilizing Humanim's model of job training/job creation through social enterprise development and operation, we launched City Seeds, a Humanim social enterprise (www.cityseeds.org), in 2015 with the expressed purpose of creating good jobs for Baltimore residents with barriers to employment in the culinary field and implementing a targeted economic development strategy (School of Food) to increase the number of successful food businesses owned by low income residents within Baltimore City. Together, the two business strategies help develop a robust ecosystem for job and wealth creation in some of Baltimore's most challenged neighborhoods.

City Seeds' mission is to create jobs and leverage purchasing from local food entrepreneurs. School of Food helps entrepreneurs take the initial risk of starting their own food production businesses with the focus on disadvantaged communities within Baltimore City, including individuals who face barriers to employment.

GOALS

- Wealth building for low-income Maryland residents
- Small business development
- Skill building and workforce placement
- Job creation
- Supply chain connections to empower small business owners and grow the local economy
- We designed this dual strategy to intentionally fit the context and employment/training needs of low income Baltimore City residents

The School of Food program targets minority business owners and budding entrepreneurs who experience barriers such as:

- Former incarceration
- Chronic unemployment or underemployment
- Long term poverty
- Limited education or certified skills
- Limited access to business resources and assistance
- Disabilities



It's an Ecosystem

OUR STRATEGY

Each of our social impact businesses operate within an ecosystem of corporate, government, private and community partners that strengthen the local economy, while creating opportunities for small businesses and community residents. This ecosystem approach yields high financial and social returns by leveraging market forces to lift communities up instead of pushing them out.

HOW IT WORKS

1. Workforce Development: Humanim

A foothold in the Broadway East community of Baltimore, Humanim's American Brewery location houses the Social Enterprise and Workforce Development divisions, which work together in training and hiring individuals with barriers to employment, while building a strategic network of business, institutional, and community partnerships.

2. Social Enterprise: City Seeds

City Seeds, a Humanim Social Enterprise, runs the School of Food program in addition to its whole sale food production, catering and café operations. City Seeds hires and trains individuals with barriers to employment, while providing procurement opportunities to its School of Food graduates.

3. Business Training Program: School of Food

School of Food provides business training, technical business assistance, and scaling opportunities for existing and emerging local food entrepreneurs. We target those budding entrepreneurs in disinvested neighborhoods within Baltimore City.

4. Scaling Opportunities

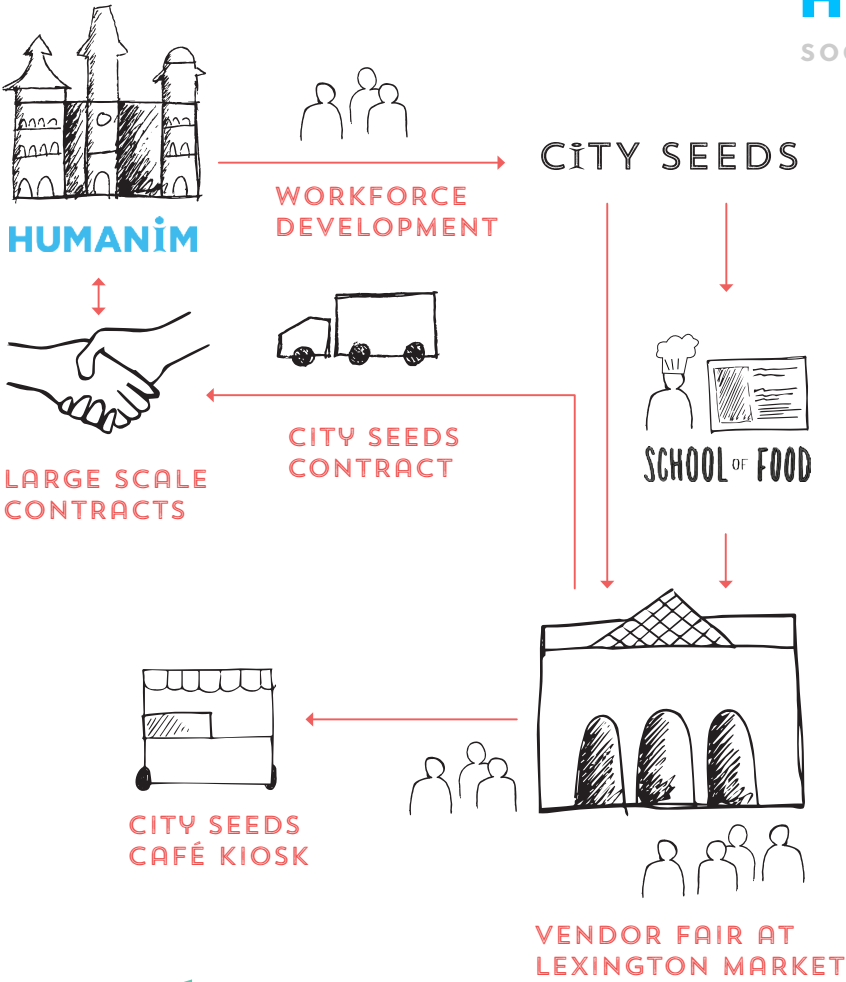
City Seeds & School of Food provide opportunities for participants to grow and scale their business through its partnerships and programming, such as the Entrepreneur Demo Day and #madeinBaltimore Vendor Fair at Lexington Market. Through these events, entrepreneurs publicize their products, meet large-scale institutional buyers, and build connections.

5. In-House Procurement

Many School of Food participants graduate as a vendor with City Seeds' Cafés. City Seeds Cafés source from local, small vendors and are located in several large office buildings throughout the Baltimore area, including Kaiser Permanente and Annie E. Casey Foundation.

6. Large Scale Contracts

The technical business assistance and access that School of Food provides to its participants can result in large-scale contracts with institutional buyers, such as Johns Hopkins. City Seeds itself contracts with Johns Hopkins and Bon Appetit to provide its Grab N' Go lunch line.



This ecosystem approach yields high financial and social returns by leveraging market forces to lift communities up instead of pushing them out."



Through School of
see an opportunity
barriers to entry are
entrepreneurship in
industry, as well as
economy robust with
business jobs and c

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We know that entrepreneurialism isn't beholden to the tech sector, but too often we see educational programming being produced solely around technology skills, with less focus around running a business. That's why School of Food was developed to focus on technical assistance and business development—essential skills that foster small business growth and success.



SCHOOL OF FOOD

Visual Merchandising & Brand Development

MISSION

WHAT WE DO



What Makes Us Different:

Technical Assistance

School of Food is designed to be an industry-specific technical assistance entrepreneurial training program. To our knowledge, there are no other entrepreneurial training programs that are solely geared to the industry and whose mission it is to advance low income residents. We intentionally placed the School of Food within City Seeds, a Humanim culinary social enterprise, to develop pathways to procurement and purchaser network development for the entrepreneurs. By leveraging City Seeds and Humanim networks, we have developed an ecosystem that not only trains and mentors entrepreneurs, but connects them directly to opportunities to sell their products locally.

City Seeds Local Procurement

City Seeds is committed to creating culinary jobs for those with barriers to entry for employment. We do that through our back of house production where individuals learn knife skills, inventory and time management by being a part of our growing wholesale and catering divisions. The output of the wholesale production are our cafés and kiosks located at Kaiser Permanente, Annie E. Casey Foundation, and more to come! City Seeds is also committed to purchasing School of Food students' products as a part of our growing operations. Our cafés and kiosks tend to be one of the first wholesale accounts our students receive. Imagine: you just start out and you're able to go to new customers saying "Yes, my products are in Kaiser Permanente!" — this is huge for a small business!

Made in Baltimore Vendor Fair

An example of capitalizing on our parent networks includes our partnership with the Baltimore Integration Partnership to produce the first and second annual #madeinBaltimore Vendor Fair. Building on the enormous success of 2015's event, City Seeds/SOF coordinated and planned the second annual #madeinBaltimore Vendor Fair which was held in Lexington Market and featured 33 emerging food and beverage businesses from across Baltimore City. Six of the participating vendors in 2016's Vendor Fair are School of Food graduates. It was well attended by Baltimore's Anchor Institutions. ([Check out the Vendor Fair 2016 video.](#))

In order to prepare for the vendor fair, City Seeds hosted a buyer training this past May to help prepare purchasers to work with small businesses. The large purchasers in attendance (Sodexo, Bon Appetit Management Company, Coppin State, MICA, UMMS, Loyola, Morgan State University, Johns Hopkins Hospital, Parkhurst) were able to hear directly from small food entrepreneurs and brainstorm issues of procurement.

Technical assistance in brand development provided by Mission Media.



Curriculum

SOF partners with industry experts to lead sessions around outlined themes, and uses interactive activities so that students walk away with tangible next steps. SOF is a tailored business training program with online and in-person elements based on the needs of entrepreneurs, including one-on-one assistance, group coaching and online study. We developed a personalized curriculum that takes current and future business owners through the basics of defining a mission and writing a pitch; moves through the nitty-gritty details of financial forecasting, QuickBooks, and health code information; and ends with the “fun stuff” they need to know when going to market, including branding, distribution, winning at negotiation. Ample resources are made available to participants including mentorship sessions with City Seeds’ community of food business experts.

Foundation

The Fall semester is about building the foundation of your business. From high level vision to legal structures, we ask our participants to think critically about the business and lifestyle they are looking to build for themselves and future employees.

Nitty-Gritty

Throughout the Winter semester we dive into the nitty-gritty of running a business. We explore topics like Financial Forecasting and Recipe Costing, Health Regulations, and Small Business Accounting. Participants fundamentally begin to break a part their business into fixed vs. variable costs, expenses, processes to figure out the next steps for growth.

Go To Market

The Spring Semester sets the ball rolling for businesses to enter into the market. If you only had 5 minutes or less to present yourself, your business to a customer or potential investor, what would you say? We prepare our students for pitching, distribution opportunities and social media tips and tricks for gaining new customers.

Workshop Examples

- Crafting the Perfect Pitch
- Food Entrepreneur Demo Day
- Packaging and Label Legalities
- Financial Forecasting
- Health Regulations
- Small Business Accounting

WANT TO KNOW MORE? CHECK OUT THESE VIDEOS!



>>School of Food Overview



>>School of Food Passport

SCHOOL OF FOOD PASSPORT

School of Food Passport holders commit to a calendar school year-long program, and attend at least 8 out of 10 technical assistance workshops.

Passport holders who graduate from School of Food are dedicated to working on their business (from operations, to financials, to branding and marketing).

The SOF is “tuition” based or pay as you go for individual classes. Scholarships are also provided each school year. The model is intended to be at low cost in order to make it accessible for all.



**HOW ARE
WE DOING?**



Photo of pizza by Well
Crafted Pizza, School of
Food Graduate from
Year One.

www.wellcraftedpizza.com



BY THE NUMBERS

Small Food Businesses

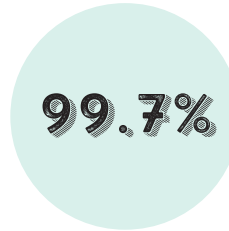
SMALL BIZ < 500

a small business is defined by the U.S. Small Business Administration as having less than 500 employees

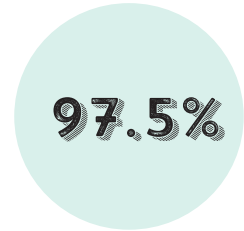
TOP 10

Food service is one of the top 10 industries in MD
School of Food is preparing business owners to succeed in a highly-competitive landscape

[SBA.GOV: WHAT'S NEW WITH SMALL BUSINESS, UNITED STATES SMALL BUSINESS PROFILE, MARYLAND SMALL BUSINESS PROFILE]
[GOVERNOR.MARYLAND.GOV: MARYLAND SMALL BUSINESS FACT SHEET]



U.S. businesses are "small"



Maryland businesses are "small"

SOCIAL IMPACT & DEMOGRAPHICS

	U.S.	MD	SOF Y1	SOF Y2
Minority Business Enterprise (MBE)	29%	38.4%	56%	75%
Women Business Enterprise (WBE)	36%	39.5%	75%	57%

Other School of Food Demographics

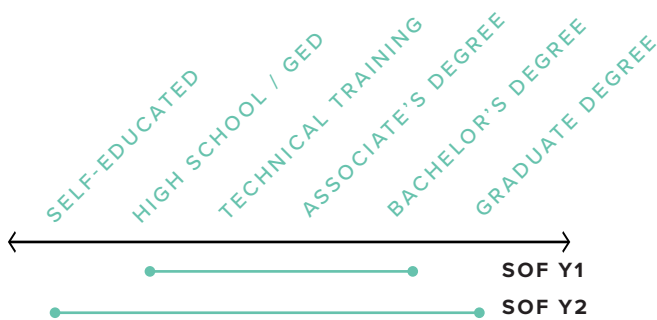
2 FORMERLY INCARCERATED

55%

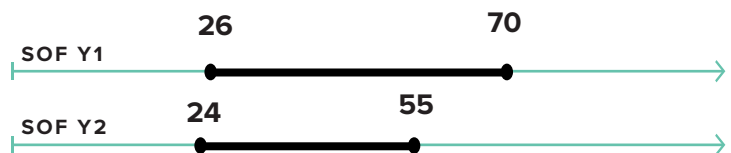
LOW-INCOME

55% of our entrepreneurs fall below the federal poverty guidelines

EDUCATION



AGE





School of Food

YEAR 1

25

PASSPORT
HOLDERS

60%

PASSPORT
HOLDERS
GRADUATED

50+

ADDITIONAL
BUSINESSES

That joined specific
sessions

YEAR 2

40

PASSPORT
HOLDERS

55%

PASSPORT
HOLDERS
GRADUATED

100+

ADDITIONAL
BUSINESSES

That joined specific
sessions

60%



Increase in passport
holders from year 1 to
year 2

3,500

Hours of technical
assistance provided
over 2 years

Meaningful Impact on Business Growth & Development

INCREASED BUSINESS

Many School of Food participants receive new and expanded business from their involvement with SOF, including orders, contracts, and local procurement from both City Seeds and Humanim's community network.

\$25,000

Spent in City Seeds procurement from January – August 2017 with SOF businesses

50%

Over 50% of that amount is spent with MBE & WBE businesses

STABILIZATION

30%

SOF participants were able to transition to working for their business full-time

GROWTH

24%

of SOF businesses went from operating in-home to renting commercial kitchen space due to confidence and buyer network gained through SOF

Maryland residents do not need to license their cottage food operation, which lowers their startup costs; but, they are restricted to selling certain products at farmers' markets or events only and are limited to \$25,000 in annual sales.

24% of our companies have grown so much that they no longer can operate under cottage food law. Meaning, they now make over \$25K in sales and/or they've expanded their business products beyond what one can sell at a farmer's market.

EXPOSURE

Participants' businesses have been featured in well-regarded publications such as *The Baltimore Sun*, *FOX Morning News*, and *Baltimore Magazine*.

Business owners have also presented their products to potential buyers through the #madeinBaltimore Vendor Fair and pitch competitions.

7

Business owners over 2 years were directly introduced to buyers & funders

2.9%

U.S. ESTABLISHMENT STARTUP RATE (PRIVATE SECTOR)

16%

SCHOOL OF FOOD ESTABLISHMENT STARTUP RATE

5 business owners per graduating class hired at least 1 employee.

Establishment Startups are counted when business establishments hire at least one employee for the first time. In data from the Bureau of Labor Statistics (BLS), these are referred to as "establishment births."

[SBA.GOV: ESTABLISHMENT STARTUPS AND EXITS]

FUNDING

\$49,000+

SOF helped facilitate securing over \$49,000 in loans for participants to expand their businesses, all of which continue to incur a 100% payback rate

Zeke's Coffee,
#MadeinBaltimore Vendor
Fair 2015, at
Lexington Market



Sassy Jams,
#MadeinBaltimore Vendor
Fair 2016, at
Lexington Market



City Seeds has been an instrumental partner to help realize the vision of using food to create economic opportunities in Baltimore. They have also worked strategically to build the field through food vendor fairs, School of Food business development, pitch competitions, workforce strategies, reinvestment projects like the Baltimore Food Hub, and collaboration with large buyers, particularly anchor institutions.

— Kurt Sommer, Baltimore Integration Partnership

Creating Small Business Ecosystems

COMMUNITY CONNECTIONS

56%

SOF graduates do business together (defined as money exchanging hands)

Proving market validation can be difficult when starting out. Your first new business accounts provide proof of credibility as well as demonstrating product-market fit. When our businesses do business with one another, they're providing social proof and access to new customer networks for one another. This access and exposure then provides that sought-after credibility in order to go after larger new business accounts.

30+

Community partners were introduced to SOF students over the course of 1 year. The networks built through SOF partners allowed students to connect with a range of industry experts, including financial, branding, marketing, health regulation and distribution experts as well as community lenders.

MADE IN BALTI MORE VENDOR FAIR

The Made in Baltimore Vendor Fair was organized in collaboration with City Seeds, Baltimore Integration Partnership, and American Communities Trust to bring together anchor institution and private sector buyers to meet, and to taste products from local food and beverage vendors.

Maryland institutions spend

\$288 MILLION

each year in food service.

BUYERS

>> YEAR 1

28 VENDORS SHOWCASED



MBE —
Minority Business
Enterprise



WBE —
Women's Business
Enterprise

At least 50% of buyers indicated that a main reason for attending a vendor fair, or working with a Food Hub, was to increase their commitment to purchasing from local small business food & beverage vendors. Even more specifically, institutions are increasingly signing up for programs like the Real Food Challenge which means local sourcing is becoming mandated amongst institutional anchors' leadership. Prior to the Vendor Fair, less than 20% of Baltimore-made and Maryland-made goods were distributed throughout the Buyers foodservice programs.

Vendors have begun reaching out to a minimum of 3–5 Buyers; Buyers have identified new local business clientele, and moreover, Vendors have been creating partnerships with other Vendors.

ARAMARK • BALTIMORE CHAPTER FOR THE AMERICAN CULINARY ASSOCIATION • BI-RITE • BON APPETIT • BON SECOURS HOSPITAL • CAVA GRILL • CHAMBER OF COMMERCE • CHARLESTON RESTAURANT • COPPIN STATE • CULINART • CULTIVATE VENTURES • EDDIE'S SUPERMARKET • FOOD DEPOT • G-MART NATIONAL GROCERS • GOUCHER • HARVEST FARE • HUMANIM • JOHNS HOPKINS • LA MART • LOYOLA • MICA • MORRISON'S • NOTRE DAME MARYLAND UNIVERSITY • PARKHURST • SHOP RITE • SYSCO • THE MARKETS AT HIGHLANDTOWN • TOWSON UNIVERSITY • UNIVERSITY OF MARYLAND • WEGMANS • VOLT RESTAURANT • WHOLE FOODS MARKET • WOODBERRY KITCHEN

The Vendor Fair put me in the spotlight of anchor institution buyers like Goucher College. We have a meeting set-up with them next week to get our vegan rice krispie treats onto their college campus!

— Garden of Vegan Catering

>> YEAR 2

34 VENDORS SHOWCASED

68%

MBE —
Minority Business
Enterprise

56%

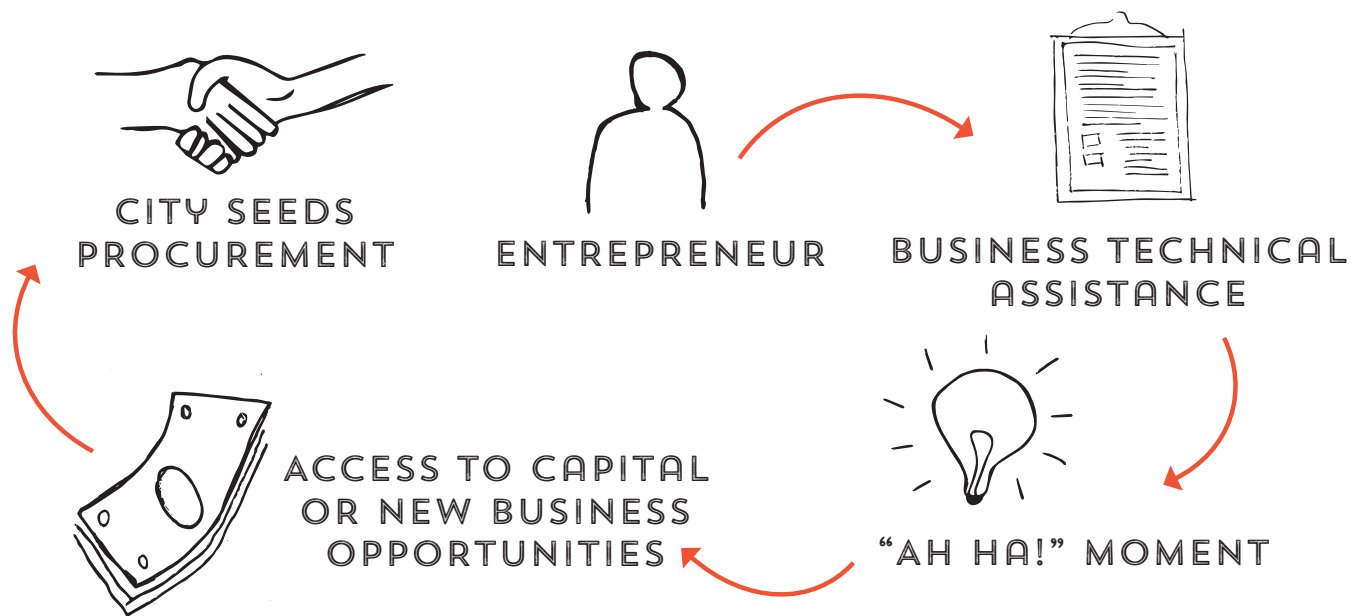
WBE —
Women's Business
Enterprise

We had an array of products under the following categories: condiments, beverages, desserts, prepared foods, packaged goods, produce. We included two new categories of Wellness and Food Technology as well. Vendors varied in growth stage of business from 0–30+ employees, making less than \$100,000/year to over \$500,000/year. As mentioned 56% of the Vendors in attendance were WBE, and 68% of Vendors were MBE.

Six School of Food businesses were featured at this year's fair and have seen sizeable growth since being a part of our technical assistance program. One School of Food participant that was also featured at the Vendor Fair said, "Since being a part of School of Food, my business has moved at warp speed — and that is no joke!"



SNAPSHOTS & CASE STUDIES



We know that success is measured in more than just numbers. Growth milestones, “a ha” moments and defining pivots are crucial to the evolution of every successful small business. As a program that prides itself on a curriculum that is tailored to each group of participants, the individual challenges overcome for each entrepreneur are what make School of Food truly unique and impactful.

This is how we build community around growth, instead of competition. Read more about our participants through a deep dive into their products, challenges, and victories!



Snapshots

YEAR 1

WELL CRAFTED PIZZA

>> W B E

A team of four co-founders, Well Crafted Pizza is a wood fired pizza food truck, catering events in Baltimore, Annapolis, and all of MD — serving locally inspired pizzas from a 1949 Dodge pizza truck! Upon entering School of Food, Well Crafted Pizza was just an idea. Friends had moved down from NYC to take home in Baltimore. They arrived not knowing many individuals in the food & beverage community; School of Food, and subsequently the #madeinBaltimore Vendor Fair, provided a space for the founders to create community and camaraderie with other business owners at a similar stage of growth.

Upon completion of the School of Food program, Well Crafted was able to pay a fixed expense at a commercial kitchen to sustain and grow their business. Additionally, they started buying from 3 other vendors they met through the School of Food/#madeinBaltimore community to add their products on their pizzas or on their truck as beverages.



CITY WEEDS

>> MBE; PHOTOGRAPHER TURNED FOOD BIZ OWNER

Dominic Nell, a multi-generation Baltimorean, started with School of Food as our photographer. Halfway through the year, Dominic realized his potential for growing and selling microgreens at his neighborhood market, The Avenue.

City Weeds is about improving the lives of our community through healthy eating education and habit creation, and about bettering our cities through access to economic opportunities. Since graduating from School of Food, Dominic has been accepted into the Red Bull Amaphiko Accelerator program to further grow City Weeds' business.

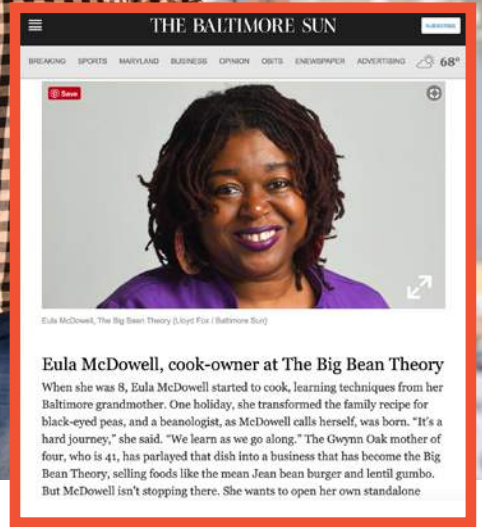
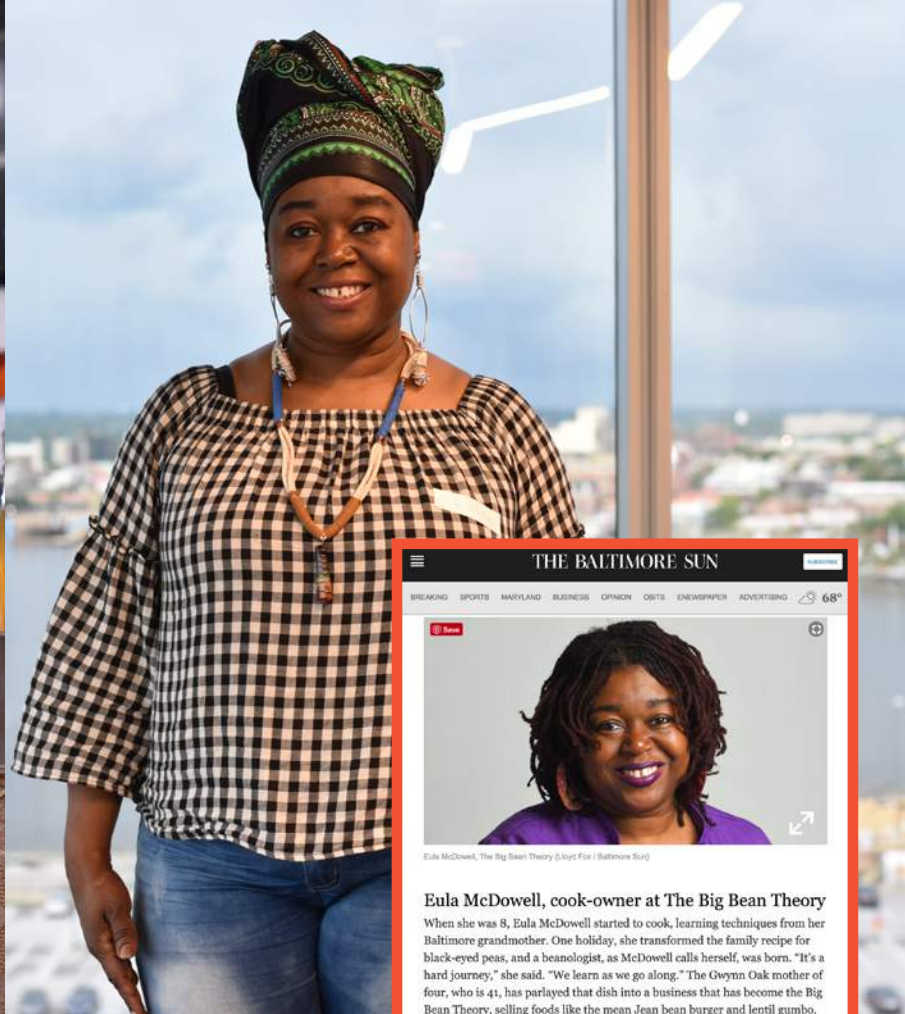
B'MORE TASTEFUL

>> W/MBE

Shevon Kaintuck is the Founder of B'more Tasteful. B'more Tasteful's goal is to share family traditions through food. Their recipes are made in small batches to ensure quality, and are true to the family's recipes. Each product tells a story through taste!

Shevon started School of Food as a third career, after leaving a prior job in the healthcare industry. Starting on this new path, School of Food and the #madeinBaltimore Vendor Fairs provided a space for Shevon to ask deeper questions about her business plan and operations. Upon completion of School of Food, Shevon was able to enter into a commercial kitchen space (incurring a monthly fixed expense) and sells her products at local farmers markets, online, and for catered events.





YEAR 2

LOOEN TEAS

>> W/MBE

Tamika Gauvin started Looen Teas just as an idea. Based on a traditional Caribbean family recipe using the bark from a mauby tree, Looen Teas is a fermented tea product. "Having a real curriculum, something I could go back to, was a huge plus to School of Food. I actually created a folder in my email so that I could have all of the resources in one place. The program provided a structure, a support — I don't have to also worry about navigating some vague website."

"When I first started School of Food, I started thinking 'Am I not equipped intellectually to do this?' But School of Food gave me the confidence to realize everyone is in the same position and we can all learn from each other."

Since completing School of Food, Tamika was able to secure a loan in order to further production of Looen Teas and to land her first retail accounts!

THE BIG BEAN THEORY

>> W/MBE; WINNER OF PITCH COMPETITION

Eula McDowell is the Founder of The Big Bean Theory. The Big Bean Theory provides delicious home-cooked meals and products utilizing bean-based and plant-based ingredients to create a healthier you. Eula has over 15 years of experience in perfecting bean based options, and 25+ years in cooking and preparing meals. She began School of Food feeling "stuck" and wanting to move her business forward through new real estate, wholesale, and catering opportunities.

Eula was one of the participants in our Food Entrepreneur Demo Day where five participants sample their food and pitch in front of a crowd of 50+ Baltimore business professionals. The crowd then gets to vote on their favorite product and pitch. Eula won this event, and as a prize, she was able to pitch her business and products in front of a group of 20 anchor institutions. She then had one-on-one meetings with Metz Culinary and MICA to further figure out how they can work together.

Eula has also been featured in *The Baltimore Sun* in "Chefs to watch: Meet 10 up-and-comers with big plans for the local food scene."



HEALTHY PEOPLE JUICE

>> MBE; SCHOLARSHIP RECIPIENT

Juan Nance of Healthy People Juice is a Baltimore educator and producer. As a teacher at a Baltimore City public school, Juan saw the importance of healthy eating in his kids' lives. Wanting to create change, he started Healthy People Juice which has grown and morphed into supplying beverages beyond just juice — like his alkaline water! Upon completion of School of Food, Juan was able to secure an ongoing purchase order from City Seeds to carry his water at their Exelon and Kaiser Permanente locations. He also began a consistent contract with another SOF student, The Big Bean Theory. Additionally, Juan was so inspired by the program that he is investing in a commercial kitchen space in Fells Point to not only grow his business, but to also attract and retain other Baltimorean small businesses.

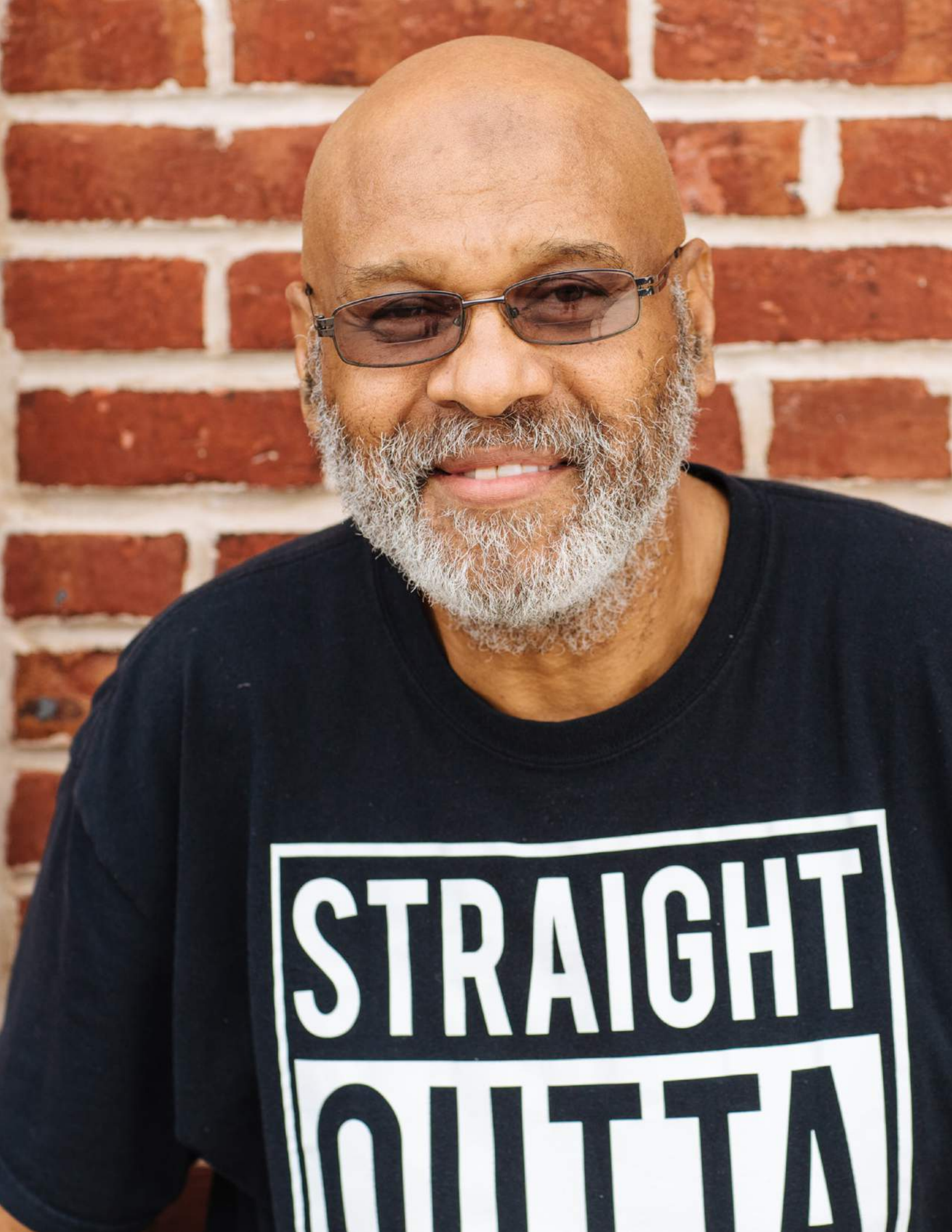


KORA LEE'S GOURMET CAFÉ (FORMERLY KODEE CAKES)

>> W/MBE SCHOLARSHIP RECIPIENT

Kora Polydore began her business, Kodee Cakes, with operations at BWI Airport and in Mt. Washington. After a few years, she realized her passion for bringing community together over food — from different parts of the city— and wanted to create a space to do just that. Upon completion of School of Food, Kora revamped her business plan and is set to open a brand new space called Kora Lee's Gourmet Café in the vibrant Mt. Vernon neighborhood.

During our Visual Merchandising and Branding workshop, Kora was just completing the process of revamping her new brand. Much to her surprise, she was able to clearly define and communicate the look & feel of her vision throughout the workshop — something that she was only able to see in her head before, but now had the tools to point to in order to fully flesh out the concepts into reality. Kora Lee's Gourmet Café will focus on her specialty goods, but also unique coffee and tea blends. Kora will be sourcing her coffee from a School of Food classmate, Chad of Charm City Roasters!



**STRAIGHT
OUTTA**



Case Studies

2AM BAKERY
GREG CARPENTER

>> MBE; WINNER OF PITCH COMPETITION

Backstory

Greg is an OSI-Fellow and a returned citizen who was released from incarceration in 1994 after serving 20 years. He started his business, 2am Bakery, to train other returned citizens in baking skills. When Greg came to us, he wanted to scale up his operation but needed support in terms of business planning, inventory control, financial analysis, connection to buyers and access to capital. Baking fabulous confectionary treats was not his problem.

The Business

2am Bakery “Where the Dough Rises” is a small wholesale shop that has been in operation for the last seven years in some form. Their mission is to provide the consumer with an unforgettable confectionary experience. They are also the home of “Eye Can Bmore.” Eye Can Bmore is a social enterprise and training program that is designed to prepare people who have been impacted by the criminal justice system to reenter the workforce with a skill set and an industry recognized certification.

School of Food Experience

Through the SOF and our one-on-one mentoring coaching sessions, Greg participated in the Made in Baltimore Vendor Fair with subsequent one-on-one meetings with anchor purchasers facilitated by SOF. Greg was able to complete his business plan and operational analysis.

“Since being a part of School of Food, my business has moved at warp speed — and that is no joke!”

Greg commented that his business has grown at “warp speed” from being a part of the School of Food — winning a City Seeds “Startup Soiree” competition and participating in the 2015 #madeinBaltimore Vendor Fair.

“A ha!” Moment

During our “Crafting the Perfect Pitch” workshop, Greg learned the importance of a cohesive story to have customers, buyers and potential investors “buy into” his mission and product. He went on to win our Food Entrepreneur Demo Day with access to anchor institution working group, through our collaboration with Baltimore Integration Partnership.

Access to Capital

In order to meet the purchasing needs of anchors, he needed to invest in equipment to scale. We provided the technical assistance wrap-around to identify equipment needs and partnered with American Communities Trust to deploy a loan of \$9,800.

City Seeds Procurement

City Seeds has worked with Greg Carpenter in sourcing his famous carrot cake for events through their catering division. As City Seeds’ catering arm grows, we’ve purchased around \$1,000 in product from 2am Bakery. We anticipate this growth to continue as we enter into larger ongoing catering contracts.



BOTTOMS UP BAGELS

MICHELLE BOND & JOAN KANNER

>> W B E

Backstory

Bottoms Up Bagels began as just an idea in September 2015. Michelle Bond and Joan Kanner were both working in very different fields — Marketing, PR and Social Science Research / Grants Administration. They dreamed of one day bringing their hometown culture and cuisine to Baltimore in the form of a Jersey bagel. Whether it was a Jewish or Italian deli, Michelle and Joan craved the taste and experience of a great Jersey bagel in Baltimore. At our Food Entrepreneur Demo Day, Michelle and Joan were introduced to the Baltimore tech startup community and forged their first business relationship to begin a Bottoms Up Bagel pop-up in Federal Hill. This initial pop-up led to market validation which provided the confidence to quit their jobs and go at Bottoms Up Bagels full-time by the time of graduation.

The Business

Bottoms Up Bagels is a Baltimore-based small batch pop up bagel shop, preparing handmade, authentic NJ style bagels, home cured lox, and specialty cream cheeses. Founded by two Jersey girls who have called Charm City home for over a decade Bottoms Up Bagels aims to bring classic flavors to long-time residents and transplants alike. They believe in community, and that the exchange of a lovingly prepared meal and passionate service are the most valuable of all gifts. They aim to serve food the way they like to eat it and the way they would prepare it for guests in their home.

School of Food Experience

Bottoms Up Bagels came in with a passion for food and entrepreneurship, a need for change, and a fuzzy idea of what might work. They left with resources and contacts to help that idea take shape, the courage to just go do it, and the relationships to cultivate and draw from as their bustling food business grows.

"We learned business basics, like connections to an accountant who knows the food world, business planning and cost tools that provide a framework for running a business. Both allowed us to do some early on planning that helped tighten up our pricing and understand where we could grow our menu, sales, and revenue streams while staying true to our interests and mission."

"A ha!" Moment

The knowledge gained from particular workshops like defining a mission, accounting, and labeling and packaging continue to be helpful in distinguishing the Bottoms Up Bagel (BUB) brand. Michelle Bond, Co-Founder of BUB, expressed, "School of Food, at a foundational level, helped us build an understanding of the local food community and that there was no "secret code" to enter and be successful. We were provided reassurance that we were on the right path, and that our tendencies to seek customer feedback and tweek both our process and sales vehicles were correct." School of Food provided mentorship that encouraged Bottoms Up Bagels to "just keep doing what we are doing;" and people to call on after the fact that continue to strengthen their knowledge and their network as food entrepreneurs.

2 FULL TIME EMPLOYEES

2 PART TIME EMPLOYEES

150% GROWTH OVER THIS YEAR

7

WHOLESALE ACCOUNTS TO CAFÉS AND RESTAURANTS

5+

FARMERS MARKETS, ONGOING POP-UPS, CATERING, AND DIRECT SALES

BAGELS PRODUCED:

2015 300
2016 25,000
2017 60,000

Local Flavor / THE GUIDE

TRENDING

SMALL WORLD

Small batch is bigger than ever.

BY ERICA BONELLI

With a city farmers' market that attracts as many as 190,000 people each year, scores of gourmet-goods startups, and fledgling food incubators, it's no wonder that Baltimore is a breeding ground for artisans to act out their foodie fantasies. Here are the latest local small-batch finds on our radar:



CLINGER'S NATURAL

At the Salisbury farm, peaches and peaches are grown, washed, and ground directly into small batches of innovative butters. "Why I love what I do has more to do with where I come from," says co-owner Mark Stephenson. "Our label depicts a general store with a horse-drawn delivery wagon tended by a boy. That boy was my great-grandfather. The store was in our family from the 1880s until the 1930s. For me, it's about creating a brand with lasting integrity." **Find them:** Eddie's Market, 3177 St. Paul St.

BÂTON SALE

Inspired by Mediterranean, African, Asian, and European cuisines, owners Irena Mousa and Noreen Aboukhalil of BâtonSale-owned Mouska Foods create flavorful Egyptian sweets and desserts with an American twist, like seasoned breadsticks or "Bâton Sale." "It's hard not to drive in and be a part of Baltimore, especially when it comes to food," Mousa says. "I don't find food businesses competing with each other as much as they are helping each other out." **Find them:** Modern Cook Shop, 901 S. Wolfe St.

MCALLEN'S BEST TOFFEE

Photographer Bill McAllen started his toffee-making business after his recipe won a hit with family, friends, and even his pest-control company. After inspectors treated his house, McAllen thanked them with toffee. A year later, they asked if they could do an inspection for free, for the purpose of scoring more toffee. He knew then that his hobby was good enough to be a business. "In Baltimore, people give the little guy a chance," says McAllen. **Find them:** Grazi's Market, 7713 Beltona Ave., and other locations.

HIATUS CHEESECAKE

The three brothers behind Hiatus Cheesecake found a slice of magic in the kitchen while taking a hiatus from singing and songwriting. What started as a way to break from making music turned into a cheesecake calling. "When we were taking breaks from our work in the studio and going into the kitchen to experiment on recipes, little did we know we were building the foundation for another business," says co-founder Adam Thow Featherstone. **Find them:** Cafe 1137, 7216 Winborn Mill Rd., Windsor Mill.

PINKIC POPS

Snip garden-fresh pops and grab an elderflower pear-mint pop from Pinkic Pop. Music teacher Allison Smith created the organic, fruit- and herb-filled pops to give her kids a treat without the dyes and sugars. One of her most popular flavors, strawberry-rhubarb, was inspired by a vendor selling strawberry berries and rhubarb at the farmers' market. "We support each other and collaborate," says Smith. **Find them:** Hooper & Pen, 2302 Frederick Rd., Calverton.

NIGEL LA

CUMIN

vitamin C manganese

BÂTON SALÉ

MISTEKA IMAN MOUSSA

>> W / M B E

Backstory

Iman is of Egyptian descent, and a recent immigrant to the United States. With a passion for cooking, she wanted to start her own consumer packaged goods business.

The Business

You can't go wrong with a food culture that is inspired by the Mediterranean region. Running across three continents (Africa, Asia & Europe), the region is a melting pot for distinctively delicious flavors. She digs into the richness and comes back with unique fulfilling recipes, because she believes that good food creates joy and brings people and cultures together.

School of Food Experience

Iman is in our second year SOF cohort and we have seen her grow rapidly in a few short months (8 months to be exact). From a few hand-crafted gourmet ideas, she is now working with a co-packer to produce her savory snacks, Baton Sale (cumin sticks), and sells her desserts to prominent grocery stores like Yes! Organic Market.

"A ha!" Moment

Iman's "A ha!" moment came through our "Visual Merchandising and Branding" workshop. Iman completely changed her packaging and labeling in order to enter into larger distribution contracts. She was able to get technical assistance and guidance from School of Food in order to hone in on her "look", her visual identity.

Access to Capital

To date, Misteka has not sought after outside funding sources because of her ability to secure stable purchase orders. However, when it is time for her to scale, Misteka is the first on our list as a business owner who is confident, capable, and ready for expansion.

City Seeds Procurement

Iman's cumin sticks are already a part of City Seeds procurement at Exelon, Kaiser Permanente, and Annie Casey Foundation — and they are a best seller! We have become one of the main, stable purchasing orders for Iman. Over the course of the year, we anticipate spending between \$7,000 – \$10,000 with Misteka through our operations.

"I just dropped off a box of Everything Spice and Cumin Sticks for a major magazine, and this is because of City Seeds. They saw my products at your kiosks, and that's how they found out about me! This is how I know people will pick up my product, because of City Seeds. My chocolate cream puffs at Annie Casey have been going really well. I am so grateful."





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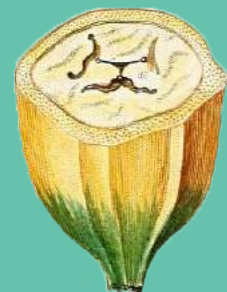
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